

## “THE STUDY OF FACTORS AFFECTING TRANSITION MANAGEMENT AT WORKPLACE WITH SPECIAL REFERENCE TO NAGPUR CITY”

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### **ABSTRACT**

*Transition management is about how employees feel about themselves. The main focus is on assisting the employees for adopting new organization culture and new technology that is for the welfare of the organization and employees. Managing transitions means mentally making the employees aware about the changed situation and helping them to overcome the problems competently.*

*This paper focuses on different factors of the transition. How do employees mentally pass through the different phases of the transition when any change is implemented in the organization, may be in the form of technology or any change in policy, rules or regulations? What do employees think internally when they confront with the changed situation? How do they react and how do peers and management behave with each other is studied? The factors related to attitude of self, attitude of peers and attitude of management are considered while change is implemented and the influential factors are selected depending on the situation.*

*The paper focuses on employees' mental behaviour and transition. The objective of the paper is to study about the role of transition and to find out the major factors that affect the attitude of the employees in an organization.*

**KEYWORDS:** *Transition, Management, Change*

**Received:** May 28, 2016; **Accepted:** Jul 14, 2016; **Published:** Aug 12, 2016; **Paper Id.:** IJBMRAUG20166

### **INTRODUCTION**

Transition management is an important phase of organisation's change process.

Transition management is about how employees feel about themselves. The main focus is on assisting the employees for adopting new organization culture and new technology that is for the welfare of the organization and employees. Managing transitions means mentally making aware employees about the changed situation and helping them to overcome the problems competently.

#### **Personal Transition**

It is very important to find out the 'Whats' and the 'Hows' of the projected change and evaluate the impact on employees.

#### **The 'Whats' of a Change Process Include**

- Policy and principles
- Organisational structure
- Roles and responsibilities

- Budget duties
- Individual competences
- Conference process.

### The 'Hows' Need to Deal With

- Already explain the reasons for the change the employees will have in their mind.
- Individual conversation
- awaking about the stressful situation and managing
- emotionally knowing their problem and supporting

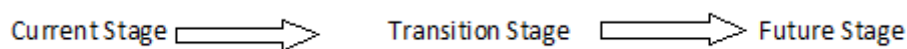
The main issue for the management is to know the ongoing transition in the employees and manage those transitions successfully. So that employees will be aware about the proposed change and will be ready to face it. And in this phase managers can better help their employees to come out of the stressful situations easily. This will also help managers to manage and help employees during periods of change in the organisation

### Change is a Process

Change occurs is a process and not a one shot event. Organizational change does not happen suddenly because there was an announcement, meeting for implementing changes or even a go-live date. Individuals do not change simply because they received an email or attended a training program. When we experience change, we move from what we had known and done, through a period of transition to arrive at a desired new manner of behaving and doing our job.

By breaking change down into various phases, we can better adapt and tailor your approach to ensure individuals successfully adopt the change to how they work. The easiest, most basic approach to understanding change as a process is to break change down into distinct, understandable parts. The three states of change provide a powerful framework: the current state, the transition state and the future state.

#### Stages of Change



### Managing Change as a Process

Once you have started thinking about change not as a one shot process, the question remains: how do you manage the process of change? Managing change as a process takes place on two levels:

- Individual level
- Organizational level

#### Individual Level

Each individual employee or manager who is impacted by a change must go through their own, personal process of change. If the change impacts ten people, then each of those ten must move from their Current State through their Transition State to their own Future State. If the project impacts 100 people then there are 100 Current-Transition-Future

processes that must occur. If the initiative impacts 1,000 people, then there are 1,000 individuals moving from a Current State to a Future State. This is the essence of change management, supporting individuals through the required personal transitions necessary in order for a project or initiative to improve the performance of the organization.

Once we begin managing the individual change processes allied with a project or initiative, we will be more successful at enabling those individual transitions that together will result in successful organizational change.

### **Organizational Level**

When it comes to managing change at the organizational level, viewing change as a process helps determine the sequencing and content of the change management efforts.

Research shows that change management practitioners have five tools that help in moving individuals forward through the change process:

- Communications plan
- Sponsor roadmap
- Coaching plan
- Training
- Resistance management plan

Depending on whether we are in the Current State, the Transition State or the Future State, different gears will be more effective and the content will change. Managing change as a process from an organizational viewpoint helps to ensure that the right activities are happening at the right time, and that employees are receiving the right information they need to move through their own personal process of change.

### **Suggestions for Smooth Management of Change**

- Treat the changes you manage as a process, and not as a one shot event .
- Individuals experience change as a process. Evaluate and focus your change management activities based on where individuals are in the change process.
- For every individual transition process is a different experience.
- Your organizational change management efforts need to be tied to where you are in the change process

## **REVIEW OF LITERATURE**

- Burnes (2000) depicts that change is a multi-level, cross-organization process that discloses an repetitive and messy fashion over a period of time and comprises a series of interconnecting projects. Berger (1994: p. 7) defines change management as “the continuous process of aligning an organization with its marketplace and doing it more rapidly and successfully than competitors.” Thus, organizational change management is a continuous process of experiment and adaptation aimed at corresponding an organization’s capabilities to the needs and commands of a unstable environment (Burnes, 2000).
- By the same token, Lichtenstein (2000) views organizational change as a transformative change through a

intricate adaptive system model of change, which consists of three stages: increased organizing, tension and a inception, and newly developing configuration.

- An mixture of industrial and organizational challenges has much donated to a new pace of change with multidimensional facets. Essentially, the forces impacting change are powerful and universal (Sikora, 1994). It is authoritative to conduct an organizational analysis of external conditions and internal forces that affect the need for change and the development of change strategies (Kanter et al., 1992). As such, the interrelationships among internal forces for change, external forces for change, and organizational characteristics can be collaborating originators of a change process (Witherspoon and Wohlert 1996; Levy and Merry, 1986). External forces for change include market forces, legislation, tax structures, new technologies, and political reasons. Whereas internal forces for change are profitability, reorganization, conflicts between organizational components (departments), and changes in culture/social environment (Anonymous, 1999).
- Harari (1999a) and McCune (1999) recap that various irrepressible factors emerge to jiggle up the majority of the business organizations. Some of them are the outburst of technological
- Advances, the disintegrating of global barriers to entry, the cloud of new competitor, the hostility of the most talented employees toward bureaucratic controls, and the persistence of customers on being treated as individuals, not as part of a mass market (Sikora, 1994).
- Piderit (2000) emphasized on three state as a cognitive state, as an emotional state and as a behaviour. These have to be studied in context of change resistance in terms of employees and at organizational level (Hellriegel et al., 2001; Dent et al., 1998; Strebel, 1996; Brown, 1995).
- Spencer and Mountford (1997) point out that a well planned change strategies will help organization to progress and will benefit organizations' stakeholders. The outcomes that are expected should be: 1. Employees performance with respect to time. 2. Trustworthiness of stakeholders and their attraction. 3. Change should not be burden or failure and it should be eliminated. 4. Organizations agility in near future.
- In another aspect, Lewis (2000a) has said that some change strategies former most of the times find it difficult to show others about what they think about the positive outcome of their change planning. Over time the executioners have learned that their change strategies will be successful only when employees' opinion will be positive for the strategies.
- To summarize the significance of change strategies formation and execution, language and procedures are crucial to create a good description and sense which will influence the employees about the need of change, to create an environment of trust where people can accept change, to easily convey employees about change, to educate them and therefore organization should come with an effective strategies to achieve change easily (Witherspoon and Wohlert, 1996).
- Change strategies formation and executions are considered as a single unit and it is continuous process. Finding the source of widespread changes and overcoming it completely is a big challenge for the organization (Gilsdorf, 1998). The main criteria should be an effective communication system responsible for awaring the people about change throughout the organization through strategies formation and execution.

- Comprehensive behavioural change models such as Bagozzi et al's (2002), indicate that there are a range of factors that influence the ability of an individual to change that go beyond their rational, conscious thought processes. These include unconscious desires and fears as well as conditioned behaviour and thinking. In addition, external factors, such as the degree to which a behaviour is socially desirable along with the degree to which someone believes a particular action is possible, will both influence their intention to change, irrespective of their personal feelings about it. Linked to this, but at a wider level, is the insight from systems thinking that changing a particular set of behaviours or part of a system may require wholesale change of the system itself (Chapman 2004). This is because systems thinking has shown that a system is more than the sum of its parts, and that changing one part of the system may not lead to change because other parts of the system are primed to bring the whole back to its original state.
- The result of John Kotter's study (1995) is that only one third of major change initiatives is successful, which is not surprising. The implementation of organizational and cultural change is described as difficult, time consuming and costly (Burnes, 2004). The resistance and its behavior alter during the change process as discussed by Watson (1969). He categorized the resistance behaviours in few stages; in the early stages, almost everyone openly criticizes the change. In the second stage in the transformation, the opponents and innovators become identifiable. Third stage is marked with conflicts and confrontation. In the fourth stage, innovators become powerful and opponents retreat to latent resistance. Fifth stage alienates the opponents from the organization.
- The roots of the resistance to change can be found in the science of psychology. The psychological factors at individual level are anger, frustration, anxiety, disappointment, and demotivation (Coch and French, 1948). Kotter and Schlesinger (1979) has focused on four reasons for resisting change. The belief of the employees that change is not necessary for the organization, misunderstanding of the change and its implications, instead of focusing on the whole organization- people prefer their own interest (one is tempted to read „management“ here instead of „organization“) and low tolerance to change.
- Connor (1998) declared that the loss of control is the most of important cause of resistance to change. On the other hand, Mullins (1999) and Watson (1969) look into it from different angles, as Mullins discuss organizational culture, investments in resources, past performances, results and agreement, threat to power or influence and leadership, whereas Watson focuses on conformity, vested interests, systematic and cultural coherence and rejection of outsiders which is more of a psychological concept.
- **Objectives**
  - To study the role of transition.
  - To find out what are the major problems faced by employees due to change?
  - To study about the factors of transition which influence employees' attitude.
- **Research Methodology**
  - **Type of Research**
    - Research type will be exploratory research

## • METHOD OF DATA COLLECTION

### Primary Data

- Structured Questionnaire method.
- In-depth Interview method.

### Secondary Data

- Magazines, Business Journals.
- Government website and other website.

## • Sample Design

### Geographical Area/ Universe

Nagpur City is considered for study

### Sampling Unit

The units are all employees in Nagpur City.

### Sampling Method

For this research probability sampling is used. The design of the sample is as follows:

- Type of the probability sampling: - Simple Random Sampling.
- Sample Size: - 25 employees.
- **Tools Used**
  - Five Point Rating scale is used for getting response.
  - Factor analysis is used for data analysis.

### Data Analysis and Interpretation

Appropriate statistical analysis will be adopted. The data will be tabulated and analyzed. For each and every factor that is responsible for the change in the decisions of the customers will be compared. Factor analysis will be used for analyzing the data. Data received through questionnaire will first be tabulated and then statistical formulas will be used for each kind of data.

Factor Analysis is used for categorizing the different variables.

### Factor Analysis for Attitude of Peers

**Table 1: Communalities**

Communalities		
	Initial	Extraction
VAR00001	1.000	.992
VAR00002	1.000	.993

Table 1: Contd.,		
VAR00003	1.000	.931
VAR00004	1.000	.945
VAR00005	1.000	1.000
VAR00006	1.000	.910
VAR00007	1.000	.996
VAR00008	1.000	.985
VAR00009	1.000	.838
Extraction Method: Principal Component Analysis.		

**Table 2: Total Variance Explained**

Total Variance Explained									
Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.750	52.773	52.773	4.750	52.773	52.773	3.830	42.555	42.555
2	2.703	30.031	82.804	2.703	30.031	82.804	3.454	38.379	80.935
3	1.138	12.650	95.454	1.138	12.650	95.454	1.307	14.519	95.454
4	.409	4.546	100.000						
5	5.121E-16	5.690E-15	100.000						
6	1.248E-16	1.387E-15	100.000						
7	2.905E-17	3.228E-16	100.000						
8	-1.336E-16	-1.485E-15	100.000						
9	-1.614E-16	-1.794E-15	100.000						
Extraction Method: Principal Component Analysis.									

**Table 3: Component Matrix**

Component Matrix <sup>a</sup>			
	Component		
	1	2	3
VAR00006	.928	-.172	-.137
VAR00001	-.928	.347	.106
VAR00003	-.896	.313	-.172
VAR00008	.867	.407	.258
VAR00009	.733	.521	-.172
VAR00004	.712	.632	.196
VAR00005	.020	.998	.057
VAR00007	-.581	.786	-.200
VAR00002	-.299	-.049	.949
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

**Table 4: Rotated Component Matrix**

Rotated Component Matrix <sup>a</sup>			
	Component		
	1	2	3
VAR00007	.972	.195	-.118
VAR00001	.908	-.299	.280
VAR00003	.897	-.355	.004
VAR00006	-.791	.426	-.320
VAR00004	-.147	.961	.003
VAR00008	-.418	.899	.044
VAR00009	-.190	.823	-.354
VAR00005	.627	.779	-.008
VAR00002	.075	-.051	.992
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

**Factor Analysis for Attitude of Self****Table 5: Communalities**

Communalities		
	Initial	Extraction
VAR00001	1.000	.962
VAR00002	1.000	.993
VAR00003	1.000	.923
VAR00004	1.000	.866
VAR00005	1.000	.939
VAR00006	1.000	.804
VAR00007	1.000	1.000
VAR00008	1.000	.975
VAR00009	1.000	.998
VAR00010	1.000	.874
VAR00011	1.000	.999
VAR00012	1.000	.866
VAR00013	1.000	.999
Extraction Method: Principal Component Analysis.		



**Table 6: Total Variance Explained**

Total Variance Explained									
Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.646	43.434	43.434	5.646	43.434	43.434	5.116	39.351	39.351
2	4.478	34.448	77.881	4.478	34.448	77.881	4.034	31.031	70.382
3	2.074	15.957	93.838	2.074	15.957	93.838	3.049	23.456	93.838
4	.801	6.162	100.000						
5	3.729E-16	2.869E-15	100.000						
6	1.903E-16	1.464E-15	100.000						
7	1.235E-16	9.502E-16	100.000						
8	5.958E-17	4.583E-16	100.000						
9	2.833E-17	2.179E-16	100.000						
10	-8.326E-17	-6.405E-16	100.000						
11	-1.260E-16	-9.693E-16	100.000						
12	-2.051E-16	-1.578E-15	100.000						
13	-3.227E-16	-2.482E-15	100.000						
Extraction Method: Principal Component Analysis.									

**Table 7: Component Matrix**

Component Matrix <sup>a</sup>			
	Component		
	1	2	3
VAR00008	.923	-.033	-.350
VAR00005	.913	-.220	-.239
VAR00009	.910	-.173	.374
VAR00001	.900	-.315	.229
VAR00007	.846	.461	.265
VAR00011	.811	.079	-.579
VAR00004	.315	.844	.233
VAR00003	.400	.822	.295
VAR00010	-.361	.815	-.284
VAR00002	.417	.801	.422
VAR00013	.576	-.743	-.339
VAR00012	-.141	.697	-.600
VAR00006	-.184	-.591	.649
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

**Table 8: Rotated Component Matrix**

Rotated Component Matrix <sup>a</sup>			
	Component		
	1	2	3
VAR00008	.968	.163	.106
VAR00005	.962	.074	-.093
VAR00011	.924	.087	.370
VAR00013	.814	-.510	-.278
VAR00001	.802	.236	-.513
VAR00009	.726	.422	-.541
VAR00002	.041	.992	.091
VAR00003	.066	.936	.205
VAR00004	.007	.887	.281
VAR00007	.563	.824	-.061
VAR00012	-.069	.167	.913
VAR00006	-.266	-.191	-.835
VAR00010	-.410	.331	.772
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

**Factor Analysis for Attitude of Management****Table 9: Communalities**

Communalities		
	Initial	Extraction
VAR00001	1.000	.821
VAR00002	1.000	.903
VAR00003	1.000	.992
VAR00004	1.000	.794
VAR00005	1.000	.950
VAR00006	1.000	.863
VAR00007	1.000	.441
VAR00008	1.000	.749
VAR00009	1.000	.937
VAR00010	1.000	.906
Extraction Method: Principal Component Analysis.		

**Table 10: Total Variance Explained**

Total Variance Explained									
Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.745	67.455	67.455	6.745	67.455	67.455	6.191	61.913	61.913
2	1.611	16.110	83.565	1.611	16.110	83.565	2.165	21.652	83.565
3	.876	8.758	92.323						
4	.768	7.677	100.000						
5	4.626E-16	4.626E-15	100.000						
6	1.742E-16	1.742E-15	100.000						
7	1.385E-17	1.385E-16	100.000						
8	-4.177E-17	-4.177E-16	100.000						
9	-1.854E-16	-1.854E-15	100.000						
10	-4.083E-16	-4.083E-15	100.000						
Extraction Method: Principal Component Analysis.									

**Table 11: Component Matrix**

Component Matrix <sup>a</sup>		
	Component	
	1	2
VAR00003	.996	-.029
VAR00002	.921	.234
VAR00001	.906	-.011
VAR00010	.901	.305
VAR00009	.900	.355
VAR00004	.883	.119
VAR00005	.868	-.443
VAR00008	.855	-.138
VAR00006	-.175	.912
VAR00007	.410	-.523
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

**Table 12: Rotated Component Matrix**

Rotated Component Matrix <sup>a</sup>		
	Component	
	1	2
VAR00009	.967	-.040
VAR00010	.952	.008
VAR00002	.947	.081
VAR00003	.931	.355
VAR00004	.873	.178
VAR00001	.852	.308
VAR00008	.762	.411

Table 12:Contd.,		
VAR00006	.134	-.919
VAR00005	.674	.704
VAR00007	.215	.629
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

## FINDINGS AND CONCLUSIONS

**Table 13: Factor Analysis of Attitude of Peers in Transition Management**

Components	Variables			
1	Mentoring/Coaching	Trust	Competence	
2	Supportive nature of peers	Well-acceptance of challenges	Sharing of knowledge	Encouraging behaviour
3	High motivation			

**Note:** Factors having score greater than 0.5 is selected

Factor analysis reflects three crucial factors on the basis of extraction. From extraction values, it can be concluded that Mentoring/Coaching, Supportive nature of peers, high motivation from peers, well acceptance of challenges, trust among peers, competence, sharing of knowledge and encouraging behaviour of peers are the most sensitive factors affecting Transition management.

Mentoring/Coaching, Trust among peers and competence level of peers has been identified crucial for factor1. Supportive nature of peers, well acceptance of challenges, sharing of knowledge and encouraging behaviour of peers has been identified crucial for factor2. High motivation from peers has been identified crucial for factor3. So these are the factors of peers that influence transition management in workplace.

**Table 14: Factor Analysis of Attitude of Self in Transition Management**

Components	Variables					
1	Organisational goals not aligned with personal goals	Decrease in confidence level	High reinforcement to adapt to changes	Resort to individual training programmes	Lack trust on capabilities	Lack of intrinsic motivation
2	Role dilemma	Confusion in relation to responsibilities	Increase in stress level	Awareness of various challenges		
3	Lack of resources	Awareness about benefits of changes				

**Note:** Factors having score greater than 0.5 is selected

Factor analysis reflects three crucial factors on the basis of extraction. From extraction values, it can be concluded that misalignment of organisational and personal goals, role dilemma, lack of resources, decrease in confidence level, confusion in relation to responsibilities, awareness about benefits of changes, high reinforcement to adapt to changes, increase in stress level, resort to individual training programmes, awareness of various challenges, lack trust on capabilities and lack of intrinsic motivation are the most sensitive factors of self which affects Transition management.

Misalignment of organisational and personal goals, decrease in confidence level, high reinforcement to adapt to changes, resort to individual training programmes, lack of trust on capabilities and lack of intrinsic motivation has been identified crucial for factor1. Role dilemma, confusion in relation to responsibilities, increase in stress level, and awareness of various challenges has been identified crucial for factor2. Lack of resources and awareness about benefits of changes are identified crucial for factor3.

**Table 15: Factor analysis of attitude of management in Transition Management**

Components	1	2
Variables	Improper culture	Lack of emotional support
	Improper feedback	Regular meetings by management
	Lack of Improvement	
	Improper pilot conditions	
	Lack of communication	
	Inadequate management support	
	Improper planning	

**Note:** Factors having score greater than 0.5 is selected

Factor analysis reflects three crucial factors on the basis of extraction .From extraction values, it can be concluded that Improper culture, improper feedback, lack of improvement, improper pilot conditions, lack of communication, inadequate management support, improper planning, lack of emotional support and regular meetings by management are the most sensitive factors of management which affects Transition management.

Improper culture, improper feedback, lack of improvement, improper pilot conditions, lack of communication, inadequate management support, improper planning has been identified crucial for factor1. Lack of emotional support and regular meetings by management has been identified crucial for factor2.

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